

## POSITION DESCRIPTION

This position description serves as the official classification document of record for this position. Please complete the information as accurately as you can as the position description is used to determine the proper classification of the position.

<b>2. Employee's Name (Last, First, M.I.)</b>	<b>8. Department/Agency</b> TREASURY CENTRAL PAYROLL
<b>3. Employee Identification Number</b>	<b>9. Bureau (Institution, Board, or Commission)</b> Collection Services Bureau
<b>4. Civil Service Position Code Description</b> Departmental Analyst-E	<b>10. Division</b> Services Management Division
<b>5. Working Title (What the agency calls the position)</b> Departmental Analyst	<b>11. Section</b> Technical Services
<b>6. Name and Position Code Description of Direct Supervisor</b> MOORE, BRANDON D; DEPARTMENTAL MANAGER-3	<b>12. Unit</b> Program Support
<b>7. Name and Position Code Description of Second Level Supervisor</b> CARTER, MARLON R; STATE ADMINISTRATIVE MANAGER-1	<b>13. Work Location (City and Address)/Hours of Work</b> 7285 Parsons Dr Dimondale MI 48821 / M-F 8-5

**14. General Summary of Function/Purpose of Position**

The purpose of this position is to evaluate, monitor, and enhance the quality of on-going collection activities performed by the Office of Collection staff and the private collection contractor. Further, this position will ensure proper and consistent implementation of policies and procedures in all areas of the Division and the private collection contractor. This employee serves on a centralized training team to develop training sessions and materials for the Office of Collection staff, the private collection contractor, and education materials for dissemination to the public regarding the collection process. Further, this position prepares a variety of reports regarding collection activities, monitors the progress of collection programs, facilitates special projects, and develops policies and procedures to improve workflow and stakeholder satisfaction. This employee works in partnership with the other areas of the Division to effectuate collection activities and ensure consistent and proper implementation of policies and procedures.

**15. Please describe the assigned duties, percent of time spent performing each duty, and what is done to complete each duty.**

**List the duties from most important to least important. The total percentage of all duties performed must equal 100 percent.**

**Duty 1**

**General Summary:**

**Percentage: 30**

Monitor and evaluate collection activities, to include worklist correspondence accounts and telephone calls performed by the Office of Collection staff and the private collection contractor to ensure quality of service. Compile reports for use by management staff regarding call activity and other activities performed. Work with Collection staff and private collection contractor to standardize collection policies and procedures between all areas. Research and analyze collection activities in order to identify and recommend areas in need of improvement. Develop training sessions and presentations as needed.

**Individual tasks related to the duty:**

- Evaluate collection activities as outlined in the Department's standards for quality, the private collection contract, and policies, procedures and guidelines.
- Listen to telephone conversations between the Office of Collection staff /private collection contractor staff and taxpayers and/or their representatives.
- Recommend changes to policies, procedures and standards to facilitate standardization and over-all quality of service.
- Research and analyze collection activities.
- Research and analyze accounts using a variety of systems to determine if collection actions taken were proper and correct.
- Prepare monthly, quarterly, yearly, and ad hoc reports for use by management and the private collection contractor.
- Develop training materials and presentations.
- Assist in problem resolution of accounts as necessary.
- Attend and facilitate meetings as needed

**Duty 2**

**General Summary:**

**Percentage: 30**

Develop and maintain performance baselines for use in the Office of Collection monitoring process. Conduct research and compile reports regarding collection activities to assist in performance monitoring. Maintain multiple databases to enhance and assist with performance monitoring. Design and conduct special studies as assigned to evaluate on-going stakeholder satisfaction in the collection process.

**Individual tasks related to the duty:**

- Develop and maintain performance measures for use in the monitoring process.
- Identify best practices and customer service skill strengths.
- Identify opportunities for improvement.
- Provide feedback to management regarding performance.
- Design and maintain multiple databases to assist in performance monitoring.
- Administer the NICE monitoring application.
- Prepare will written reports and other documentation regarding the quality of performance.

**Duty 3**

**General Summary:**

**Percentage: 30**

Develop training sessions and materials regarding the Office of Collection process, policies and procedures, Federal collection guidelines, and the practices of the private collection contractor. Develop educational materials for the public regarding the collection process. Research and interpret new laws and policies regarding the collection process and educate the collection staff accordingly.

**Individual tasks related to the duty:**

- Develop training materials utilizing a variety of training techniques.
- Develop communication strategies to keep the Office of Collection and private contractor staff advised on changes in the collection policies, practices, process, and laws.
- Conduct training sessions for Collection staff, private collection contractor staff, and other Treasury or state agency staff.
- Research and analyze collection related legislation and its impact on the Division's activities.
- Develop educational materials for the public regarding the collection process, such as pamphlets, web pages, correspondence and presentations.

**Duty 4**

**General Summary:**

**Percentage: 10**

Other duties as assigned.

**Individual tasks related to the duty:**

- Other duties as assigned by management.

**16. Describe the types of decisions made independently in this position and tell who or what is affected by those decisions.**

Responsible for determining the methods used to accomplish assignments that have a significant impact on Division quality control processes. Makes independent decisions regarding research methodologies used to compile reports and make sound recommendations to management.

Decisions regarding the content and formatting of training/ educational materials and presentations; review of content and format to ensure adherence to Division, Department; and enterprise-wide standards; evaluation of information and materials, including rewriting and editing information.

**17. Describe the types of decisions that require the supervisor's review.**

Due to the far-reaching impact of the responsibilities assigned to this position, most decisions require the ultimate approval of the supervisor.

Informs Manager on a timely basis of any sensitive issues.

**18. What kind of physical effort is used to perform this job? What environmental conditions in this position physically exposed to on the job? Indicate the amount of time and intensity of each activity and condition. Refer to instructions.**

Work performed in a typical office environment. Work requires extensive use of a personal computer and telephone. This position requires contact with belligerent, highly emotional and sometimes hostile taxpayers.

**19. List the names and position code descriptions of each classified employee whom this position immediately supervises or oversees on a full-time, on-going basis.**

**Additional Subordinates**

**20. This position's responsibilities for the above-listed employees includes the following (check as many as apply):**

- |   |  |
|---|--|
| <input type="checkbox"/> Complete and sign service ratings. | <input type="checkbox"/> Assign work.                      |
| <input type="checkbox"/> Provide formal written counseling. | <input type="checkbox"/> Approve work.                     |
| <input type="checkbox"/> Approve leave requests.            | <input type="checkbox"/> Review work.                      |
| <input type="checkbox"/> Approve time and attendance.       | <input type="checkbox"/> Provide guidance on work methods. |
| <input type="checkbox"/> Orally reprimand.                  | <input type="checkbox"/> Train employees in the work.      |

**22. Do you agree with the responses for items 1 through 20? If not, which items do you disagree with and why?**

Yes

**23. What are the essential functions of this position?**

The essential duties of this position to evaluate, monitor, and enhance the quality of on-going collection activities performed by the Office of Collection staff and the private collection contractor to ensure proper and consistent implementation of policies and procedures. Further, this position is part of a centralized training team to develop training sessions and materials for the Office of Collection staff, the private collection contractor, and education materials for dissemination to the public regarding the collection process. Further, this employee prepares a variety of reports regarding collection activities, monitors the progress of collection programs, facilitates special projects, and develops policies and procedures. This employee works in partnership with the other areas of the Division to effectuate collection activities and ensure consistent and proper implementation of policies and procedures.

The essential duties include all requirements identified in section 18 of this position description.

**24. Indicate specifically how the position's duties and responsibilities have changed since the position was last reviewed.**

Incumbent has successfully completed 2080 full time hours in the Trainee designation, meets the education and experience requirements, and is now eligible to be reclassified.

**25. What is the function of the work area and how does this position fit into that function?**

The Office of Collection is responsible for the collection of delinquent tax and state agency debts. The Training and Quality Assurance Unit's primary responsibilities include, in part, centralized quality assurance and training activities related to the overall Collection process. This unit monitors collection activities, to include phone contacts of the private contractor(s) and state call center staff, to ensure consistency and adherence with policies, procedures, and guidelines established by the Division and Department. Further, this Unit develops and implements training materials and programs for the Office of Collection staff, private collection contractor staff, and the general public.

This area works in partnership with the other areas of the Office to effectuate collection activities and ensure consistent and proper implementation of policies and procedures.

**26. What are the minimum education and experience qualifications needed to perform the essential functions of this position.**

**EDUCATION:**

Possession of a bachelor's degree in any major.

**EXPERIENCE:**

Departmental Analyst 9  
No specific type or amount is required.

Departmental Analyst 10  
One year of professional experience.

Departmental Analyst P11  
Two years of professional experience, including one year of experience equivalent to the intermediate (10) level in state service.

Alternate Education and Experience

Departmental Analyst 9 - 12

**KNOWLEDGE, SKILLS, AND ABILITIES:**

- Demonstrated ability to develop training materials, process flows and procedures, reports, and studies applicable in evaluating programs, policies and goals.
- Extensive knowledge of training principles and techniques.
- Ability to conduct presentations.
- Knowledge of state and federal laws related to tax administration and collection practices preferred.
- Ability to interpret laws, rules and regulations relative to the work.
- Demonstrated ability to conduct research, compile and analyze information, and prepare well written reports and documentation.
- Ability to communicate effectively through both written and verbal communication.
- Ability to establish and maintain effective relationships.
- Ability to work within a team environment.

**CERTIFICATES, LICENSES, REGISTRATIONS:**

FTINPRINT sub-class code. The position has access to Federal Tax Information (FTI).

*NOTE: Civil Service approval does not constitute agreement with or acceptance of the desired qualifications of this position.*

***I certify that the information presented in this position description provides a complete and accurate depiction of the duties and responsibilities assigned to this position.***

\_\_\_\_\_  
Supervisor

\_\_\_\_\_  
Date

**TO BE FILLED OUT BY APPOINTING AUTHORITY**

Indicate any exceptions or additions to the statements of employee or supervisors.

None

***I certify that the entries on these pages are accurate and complete.***

MALINDA HUFFMAN

2/23/2026

\_\_\_\_\_  
Appointing Authority

\_\_\_\_\_  
Date

***I certify that the information presented in this position description provides a complete and accurate depiction of the duties and responsibilities assigned to this position.***

\_\_\_\_\_  
Employee

\_\_\_\_\_  
Date